

Headquarters U.S. Air Force

Integrity - Service - Excellence

Where Are We Going?



U.S. AIR FORCE

**Lt Col Dan Fogarty
AF/DPLFC
24 May 04**



U.S. AIR FORCE

Overview



- **Moving into the Future**
- **Key Advisors**
- **IBM Model**
- **Force Development Update**
- **Focus Groups/Discussion**



U.S. AIR FORCE

AF/DP, Board of Directors (May 04)

“As we transition to the Key Advisor concept envisioned for our Personnelists in the future, what are the tasks we want them to do, what are the grade levels we want to do it, where will we place them to advise commanders and supervisors, and how will we train/experience them in their new role?”



U.S. AIR FORCE

Moving into the Future



intelligent e-learning

UNIVERSITY
OF PHOENIX
ONLINE

eBay®

Bank Branch
online

NetBank®
member FDIC

INTERNET
STORE LIST

Web Trade Center
Online Classified
Ads

ORBITZ AND GO >

LEAVEWEB
Air Force Financial Leave Request and Approval System

Hotwire
DEEP DISCOUNTS
on Travel!

AFPC Air Force Personnel Center

Expedia.com®

**PERSONNEL “ON-LINE”...83% AF PORTAL...
ONE SYSTEM...ONE PASSWORD...PROMPTS...
12% CONTACT CENTER...5% FACE-TO-FACE**

Integrity - Service - Excellence



U.S. AIR FORCE

“OUR” Challenges - Then and Now

- **Change Mgmt - “Transactional Processes” to “Strategic Advisory Role”**
 - 70s - Selectric IIIIs - Burroughs - Z100s - CBPOs
 - 80s - Enable/Hrvd Grphics - Z286s - SPERRY/PC-III
 - 90s - E-Mail - MilPDS - On-Line Forms - MPF & MSS
 - 21st Century - Web-Based, Contact Cntrs, Key Advisors ----- DIMHRS
- **People: 1986 - 608K; 2004 - 373K (~20K over)**
 - Langley MPF - '95 (93), '99 (68), '04 (55)
- **Train & Develop future Key Advisors - You!**
- **PERSCO Training, PERSCO Team Deployment, Deployment Processing, AOR “reachback”**
- **“We” Institutionalized these “cultural changes”**



Overarching Enablers

- **Face-to-face “process related” actions should occur only where physical presence is essential to the process at hand**
- **E-Business inclusions related to forms / system updates captured in process:**
 - **Personnel Records maintained in virtual environment - records do not transfer - people do**
 - Drop down insertions, automatic centering, spell and grammar check, auto-populate data elements
 - Status of e-document available to all appropriate authorities
 - E-signature
 - **Virtual (Portal, vMPF) suspense notification to member at set intervals prior to trigger event**
 - **Electronic flow to Host System for appropriate system update**
 - **Sufficient computer access and bandwidth**



U.S. AIR FORCE



A group photograph of approximately twelve diverse professionals, including men and women of various ethnicities, dressed in business attire. They are posed in three rows against a plain, light-colored background, smiling at the camera. The individuals are arranged in a staggered formation, with some in the foreground and others slightly behind them.

Key Advisors

Integrity - Service - Excellence



U.S. AIR FORCE

Personnel Spectrum

Personnelists

Tactical

Operational

Strategic

Data Management and
Direct Customer Support
(to Airmen)

- Delivering information
- Processing transactions
- Collecting and analyzing data

Knowledge and Engagement
(to commanders)

- Facilitating results
- Enhancing Knowledge (advising)
- Enabling (delivering capability)

Intelligence and Policy Direction
(to the enterprise)

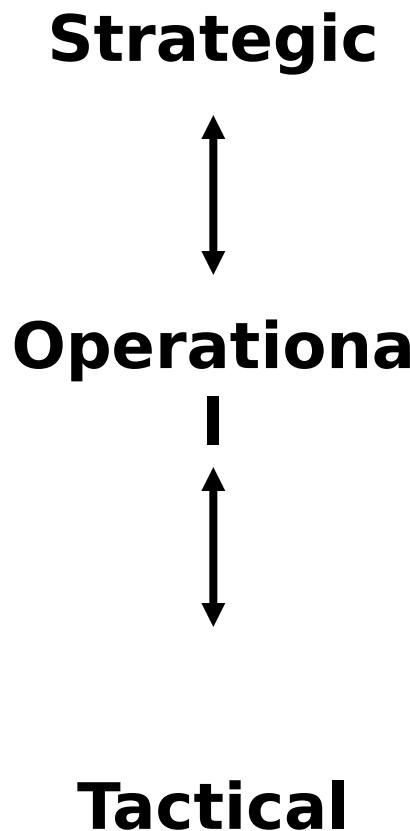
- Influencing decisions
- Leveraging investment



U.S. AIR FORCE

Personnel Spectrum

Organizations



HQ AF/DP : Plan, develop, direct AF Personnel plans, policy, programs

MAJCOM/DP: Implement AF & command-unique personnel plans, policies and programs and ensure proper resourcing to installations

AFPC/SSO: Integrate and execute personnel operations, develop AF people and meet field commanders requirements

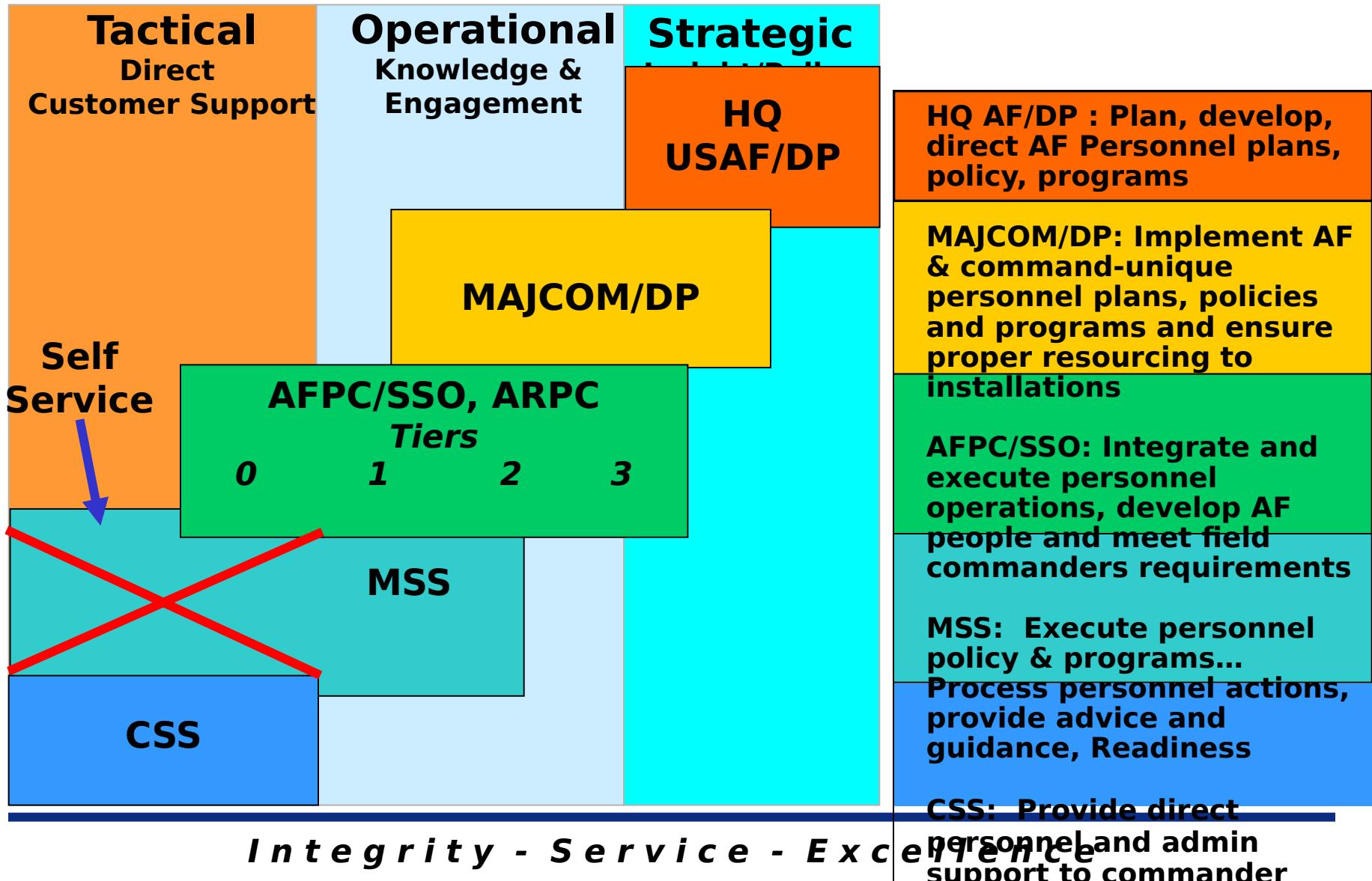
MSS: Execute personnel policy & programs... Process personnel actions, provide advice and guidance, Readiness

CSS: Provide direct personnel and admin support to



U.S. AIR FORCE

Personnel Spectrum: Putting it all Together





U.S. AIR FORCE

What does this mean to You & Me?

Insight and Policy Direction (to the enterprise)

Strategic

SNCO, Lt Col and Above

- Interpret knowledge
- Influence decisions
- Set policy, drive results
- Prioritize/direct resource allocation

Knowledge and Engagement (to commanders)

Operational

NCOs, Mid-grade Civs, Sr Lts, Capts, Majs

- Collate info and convert to knowledge
- Facilitate results from the “system”
- Provide advisory services

Data Management and Direct Customer Support (to Airmen)

Tactical

Airmen and very Junior civilians and office

- Process transactions
- Collect information
- Deliver information

HQ AF/DP : Plan, develop, direct AF Personnel plans, policy, programs

MAJCOM/DP: Implement AF & command-unique personnel plans, policies and programs and ensure proper resourcing to installations

AFPC/SSO: Integrate and execute personnel operations, develop AF people and meet field commanders requirements

MSS: Execute personnel policy & programs... Process personnel actions, provide advice and guidance, Readiness

CSS: Provide direct personnel and admin support to commander



Force Development (FD) Responsibilities (Base Level)

- Identify gaps between mission requirements and people
- Identify gaps between required skills and capabilities
- Facilitate Airmen renewal, development and sustainment to meet mission needs
 - Ensure management information is current/accurate
 - Facilitate application of training/education/experiential learning opportunities to meet mission requirements/FD objectives
- Report personnel readiness/development status to decision makers while recommending/facilitating solutions
- Base-level expert resource on all FD (personnel/manpower/training) processes and procedures
 - Advise and facilitate Airmen development to balance individual/unit/AF needs
 - Tier 1 transaction support to support FD objectives



Key Advisors Review

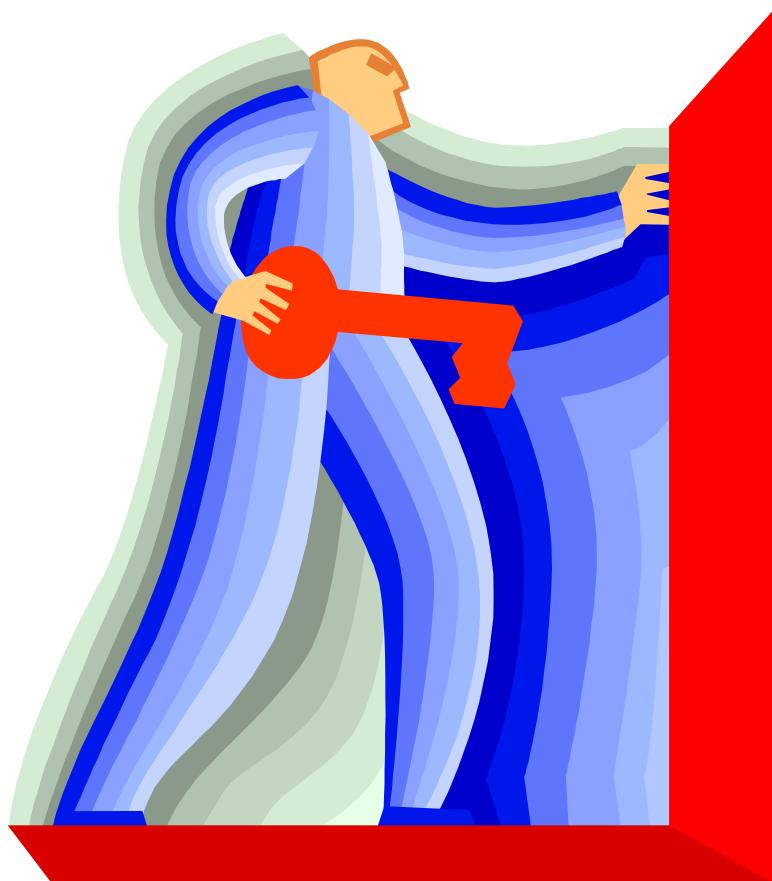
- Greatest Challenges/Risks
 - Technology
 - Software/hardware requirements not ready for implementation
 - Resources
 - Reductions before a workable system is deployed
 - Resourcing, staffing, and training of key advisor & SSO function
 - “Change” not Accepted
 - Failure to gain “buy in” of commanders and military/civilian/family customer base
 - Loss of Corporate Knowledge
 - What did/didn’t work & the “whys” behind policy and programs we implemented



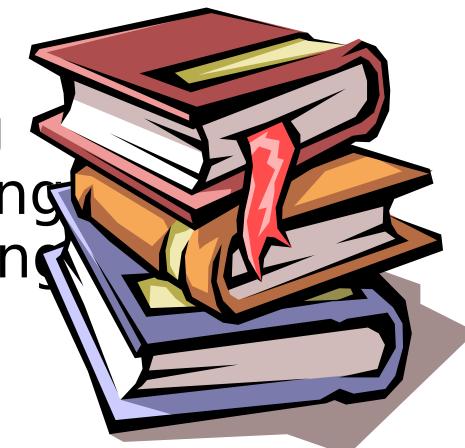
“Art of the possible”



Key Advisors Review



- **Broad Key Competencies**
 - Understand Air Force
 - Operational Credibility
 - Technical Competence
 - Communication Skills
 - Understand Spaces and Faces
 - Leadership
 - Team Building
 - Problem Solving
 - Critical Thinking



“Offer more interesting and ‘value added’ work”



U.S. AIR FORCE

Key Advisors Review



■ Roles/Skill Sets

- Force Development
- Workforce Management
- Career Counseling
- Employee and Labor Relations
- Local Policy/Legal Assistance
- Readiness
- Manpower/Organizational Design
- Resource Management
- Requirements Determination
- Strategic Sourcing
- Performance Management
- Change Management

“Away from transactional—toward strategic advice”



U.S. AIR FORCE

Key Advisors Review

- **Growing Career Field**
 - **Breadth & Depth Necessary**
 - Senior Key Advisors should have spent time at installation level, AFRC/AFPC/AFMA (SSO), and MAJCOM level
 - Reach-back capability for in-depth knowledge
 - **Some cross-flow from other career fields**
 - **Broadening opportunities: Logistics, Comptroller, Planning/Programming, Services**



'CONOPS stating role of Advisors-level is key!'



U.S. AIR FORCE

Key Advisors Review

■ Sustaining the Career Field

- **Optimal Force Structure Mix**
(Military/Civilian/Contractor)
- **Career field does not have to be cradle-to-grave**
- **Must maintain technical experience** for sustainment of future career field/expertise provided to customers





U.S. AIR FORCE

A large, semi-transparent photograph of a diverse group of approximately 15 business professionals, mostly men, smiling and posing together in a professional setting. They are dressed in various attire, including suits, blouses, and casual shirts. The background is a plain, light color.

IBM Model

Integrity - Service - Excellence



The Shared Services Organization will operate under a tiered structure

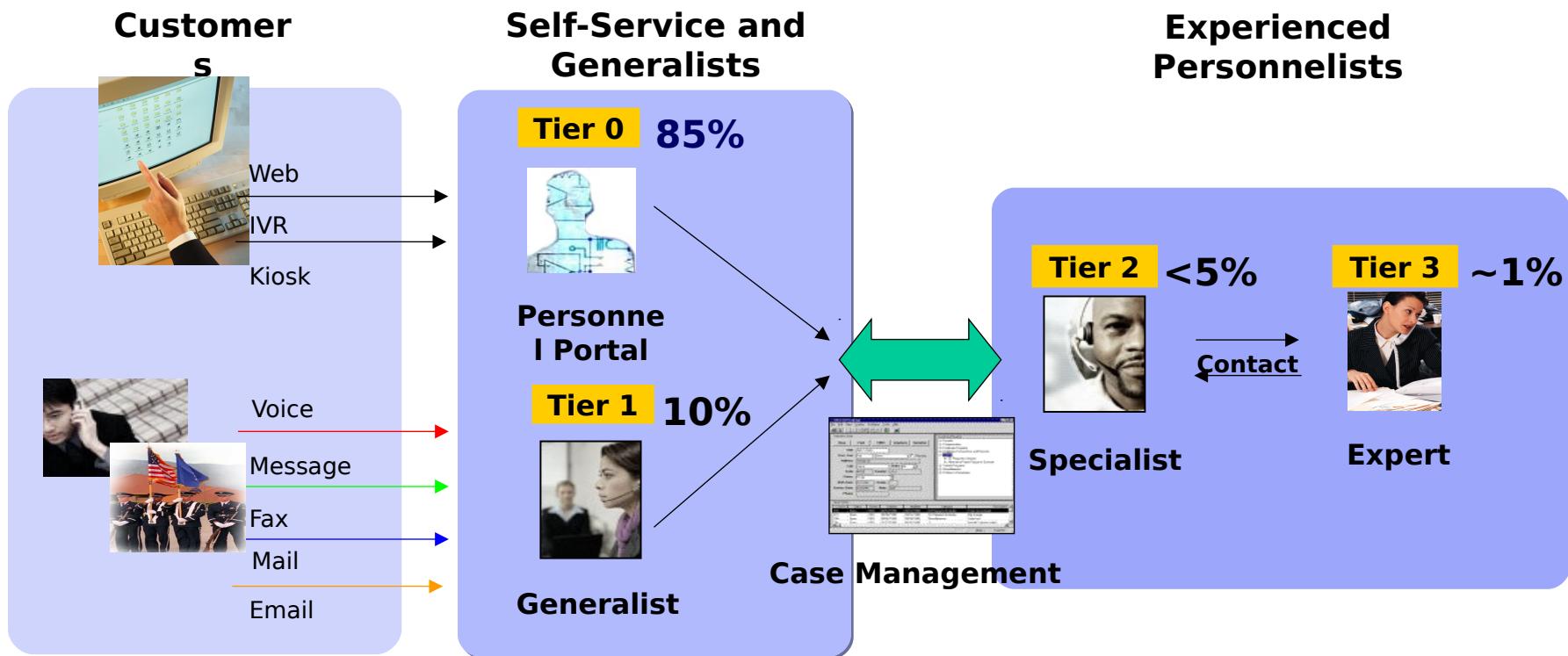
- Tier 0 – Portal/Interactive Voice Response
 - **Requires no human interaction**
 - **Forms submitted online, automatically update personnel systems**
 - **Answers to questions and information inquiries provided by an automated knowledge base**
- Tier 1 – Customer Service Representatives (CSRs)/Contact Center
 - **Primarily staffed by low-cost personnel generalists**
 - **CSRs provides answers to simple questions and inquiries from a script available in a knowledge management system**
 - **CSRs access personnel systems to perform basic personnel actions**
 - **CSRs route complex problems, questions, and inquiries to Tier 2**
- Tier 2 – More Experienced Generalists
 - **Primarily staffed by mid-level experienced Personnel specialists**
 - **CSRs authorized to solve problems and answer questions that require some policy interpretation (i.e. answers not available via a script in the knowledge management system)**
 - **CSRs can access personnel systems to change information or fix problems at a higher level of authority than Tier 1**
 - **CSRs route complex problems requiring policy exceptions to Tier 3**
- Tier 3 – Personnel policy and Program Experts
 - **Staffed by Air Force policy support staff and specialists**
 - **Authorizes policy exceptions that solve complex problems**
 - **Routes decisions back to Tier 1 and 2 staff to update personnel systems**



Customers will contact the Shared Services Organization

U.S. AIR FORCE

~~via web/IVR (Tier 0) and contact center (Tier 1) and be routed to a specialist (Tier 2) and/or expert (Tier 3) as needed~~



Note: Between 2006 and 2009 transaction workflow will transition from Contact Center (Tier 1) focused to Portal (Tier 0) focused

Technology and process integration will streamline personnel service delivery and improve the quality and availability of information



U.S. AIR FORCE

Enlisted Force Development

- **On The Horizon:**
 - **CMSgt Utilization Review (Nov 03 to Nov 04)**
 - **Enlisted Formal Education IPT (Jun 04)**
 - **OEF/OIF Enlisted Lessons Learned IPT (Jun 04)**
 - **Update Enlisted Force Structure AFI (Summer 04)**
 - **Air Staff Course (Summer 04)**
 - **Developmental Assignments IPT (Summer 04)**



3SOX1 CFM Update

- U&TW convened 6 - 9 Oct 03
 - Two Training Planning Teams (TPTs) held May and Aug 03 developed strawman CFETP/STS/CTS
 - U&TW finalized drafts and updated 3-level course to increase Readiness knowledge training
 - Identified 24 core task items
 - Building on BMT warrior week training to provide expeditionary mindset throughout the personnel life cycle and individual's career progression; increases the deployment resource pool
 - Updated 7-Level CTS to provide more “functional” personnel tasks and hands on MilPDS training
 - Updated PSM CTS
 - Developed combined PERSCO/MANPER-B CTS into one course: “Personnel and Manpower Readiness Course”



U.S. AIR FORCE



Focus Groups Discussion

Integrity - Service - Excellence



U.S. AIR FORCE

Purpose

***Ensure We “Do This Right”-- shape
the 21st Century Personnelist***

What We Need From You

- ✓ ***Candid Discussion***
- ✓ ***Constructive Criticism***
- ✓ ***Processes Assessment***



Focus Groups



Deliverables:

- 1) Assess and discuss the emerging role of Base Level Key Advisors
- 2) Discuss and provide feedback regarding the face-to-face programs and processes that will remain in the MPF when the current transactional workload is reduced
- 3) Provide input on how many people, and at what skill level, will be needed to accomplish the Key Advisor mission



U.S. AIR FORCE

Focus Groups - Career Enhancements

Process	Remain Face-to- Face	Why	Advisory	Why	Estimated			
					3	5	7	9
Military Personnel Records								
ID Cards								
DEERS/RAPIDS								
Active Duty FMDP								
SGLI								
Family Care Plan								
Casualty Assistance								
Veteran's Affairs								
Evaluations								
Promotions								
MLR								
Testing/WAPS								
Reenlistments								
Awards								
Decorations								
UIFs								
Fitness Prgm								
					Notional Section Size	10		



U.S. AIR FORCE

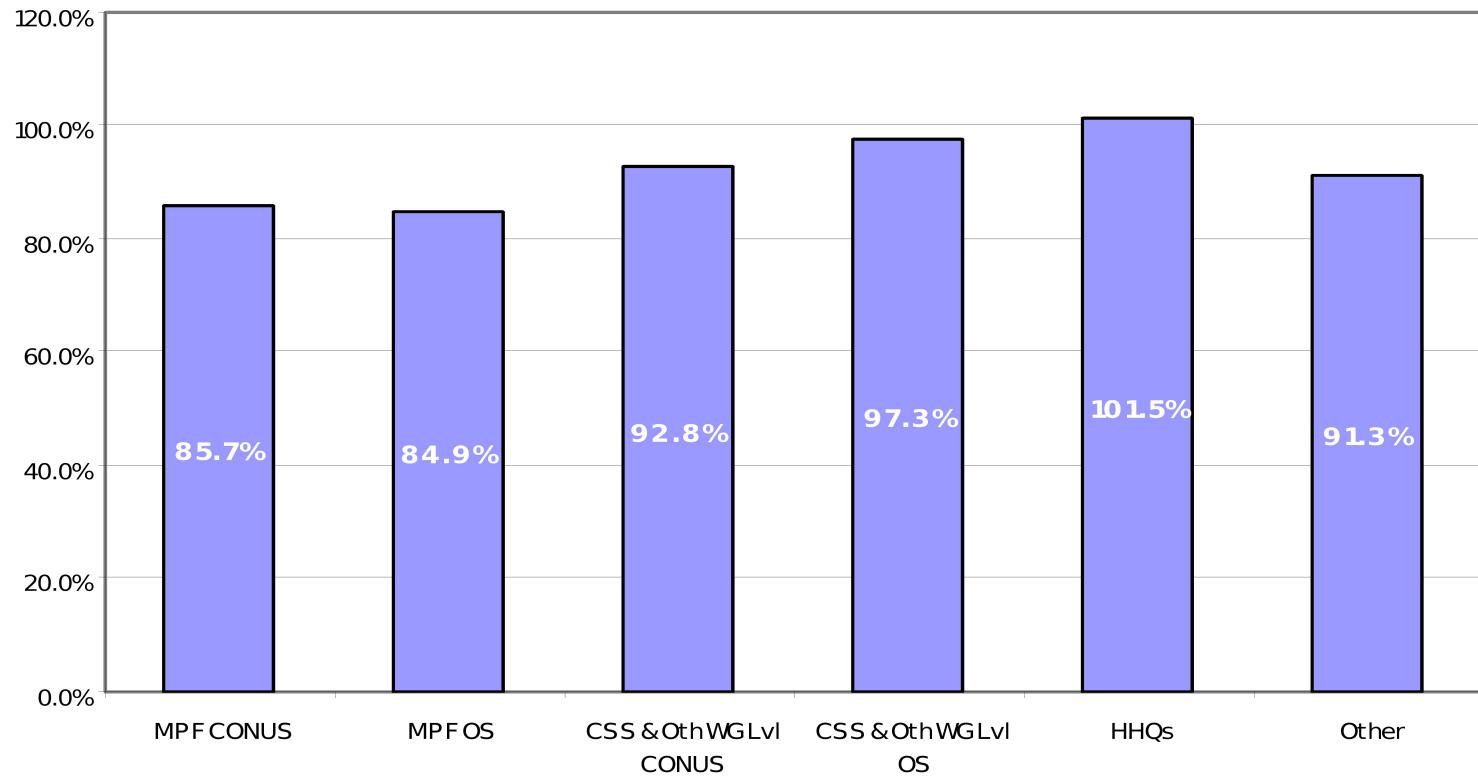
Backup Slides

Integrity - Service - Excellence



U.S. AIR FORCE

MPF/CSS vs HHQs Manning

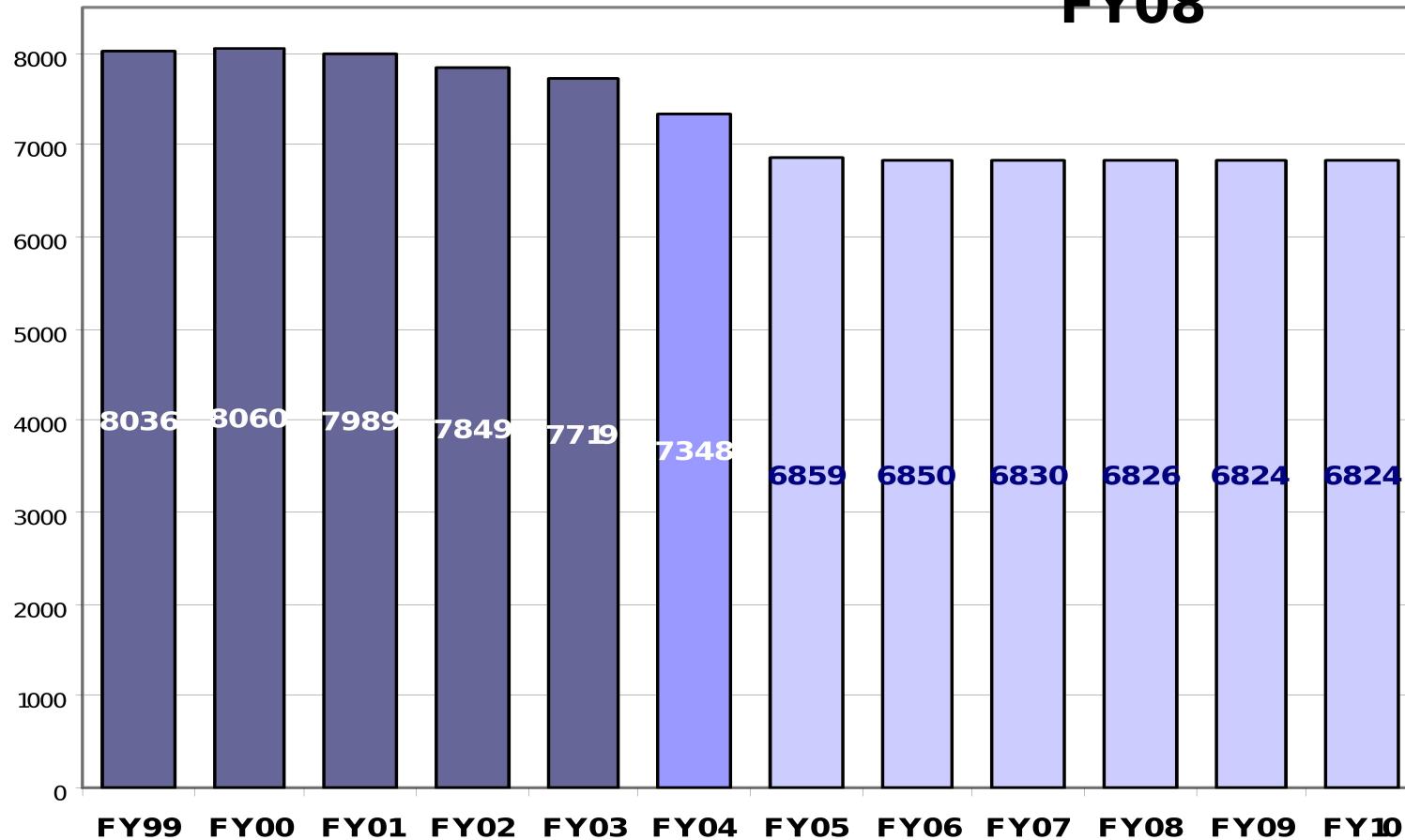




U.S. AIR FORCE

3SO Historic/Future Auths

**15.1% decrease from FY99 to
FY08**



Historic Auth data obtained from RAW;

Projected auths from AFPOA/DPXA

Integrity - Service - Excellence



Focus Groups - Employments

Integrity - Service - Excellence



U.S. AIR FORCE

Focus Groups - Relocations

Process	Remain Face-to-	Why	Advisory	Why	Estimated			
					3	5	7	9
Inprocessing Actions								
Newcomers Orientation								
Record Inventory								
Discrepancies								
ADSC								
Base Housing Counseling								
Update Locator Info								
Financial Support								
Outprocessing Actions								
Assignment Notification								
Assignment Preparation								
Final-Out Processing Actions								
Separations Processing								
Retirements Processing								
Transition Assistance								
Relocation Assistance								
Palace Chase/Palace Front								
Administrative Discharge								
					Notional Section Size		10	



U.S. AIR FORCE

Focus Groups -

Readiness

Integrity - Service - Excellence